

# TRANSPORTATION ACCOUNTABILITY

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## C O M M I S S I O N

### **Performance Standards Subcommittee Meeting April 27, 2007**

#### **Meeting Summary**

##### **Members present:**

Mark Goodwin – UPS Freight  
Geraldine Holmes - AARP Virginia  
Hugh Montgomery – Institute for Defense and Homeland Security  
Hunter Watson – Davenport & Company LLC  
James Wheat – Colonnade Capital, LLC

##### **Others present:**

Ralph Davis – Off ice of the Secretary of Transportation  
Mary Lynn Tischer – Commonwealth's Multimodal Transportation Planning Office  
David Ekern – VDOT Commissioner  
Larry Jones – VDOT, Management Services Division  
Jay Styles – VDOT, Management Services Division  
William LaBaugh - DRPT  
Corey Hill – DRPT, Director, Administration and Capital Projects  
Jason Powell - JLARC  
Kimberly Spence – VDOT, Transportation and Mobility Planning Division  
Katherine Graham - Commonwealth's Multimodal Transportation Planning Office  
Cliff Burnette - DOAV  
Randall Burdette – DOAV Director  
Jeff Keever – VPA, Deputy Executive Director  
Keith Wandtke – VDOT, Policy Division  
Michael Garrett - VDOT, Policy Division  
David Mitchell – DMV, Deputy Commissioner

Chairman Mark Goodwin called the meeting to order and welcomed the subcommittee members and guests. The subcommittee members introduced themselves. Mr. Goodwin reminded the subcommittee of their charge and reviewed the meeting agenda. The meeting focused on the results of the questionnaire sent to agency heads, which asked them to review existing performance measures, and to report back whether they feel the measures are still applicable, and if not, what they would suggest be used instead.

Mr. Corey Hill presented the Key Outcome Performance Measures for the Department of Rail and Public Transportation (DRPT). Mr. Hill reviewed the three existing measures on the agency's Management Scorecard, and provided suggestions for substitute measures (see matrix below). He noted that the suggested measures focus more on public benefits and less on specific projects (Dulles Corridor Metrorail Project) and that providing public benefits is the core responsibility of DRPT.

Mr. Hugh Montgomery asked if DRPT is pulling back its support of the Dulles Metrorail project since it would no longer be a performance measure. Mr. Hill explained that while the project sponsorship is being transitioned to the Metropolitan Washington Airport Authority, DRPT will still be involved in the congestion management aspect of the project. His agency feels that since they will not control the schedule, they will not be able to control the outcome of the measure. Therefore, Mr. Hill strongly recommended removing that measure.

Ms. Geraldine Holmes noted that the new measures better address senior mobility concerns, such as getting people to medical services. Dr. Mary Lynn Tischer asked if DRPT was able to measure access to jobs and medical facilities, as recommended in the new measure. Mr. Hill stated that DRPT has contracted with a consultant to quantify the measure and develop a methodology to collect that information on an annual basis. He also informed the subcommittee that jobs created by DRPT rail programs are already collected. The Rail Enhancement program requires tracking and the VA Code requires that this information be made available. Mr. Ralph Davis asked if jobs created by DRPT public transportation programs could be tracked. Mr. Hill said DRPT is looking into taking the Rail Enhancement program process and applying it across all DRPT programs.

Mr. Goodwin asked what DRPT was doing to enhance more potential intermodal freight onto rail. Mr. Hill stated that investment is being made to make transfer to trains more attractive, especially in the Heartland Corridor. He noted that 70% of the funding for the Virginia portion of the Heartland Corridor is coming from the state. Mr. Goodwin stated that improvements made to the Heartland Corridor will increase freight traffic and most likely put more trucks on Virginia's roads. Mr. Hill said that DRPT's role will be more of managing the growth of congestion by making investments to put freight on rail than actually reducing the number of trucks on roadways. As a result of the discussion, Mr. Hill suggested that the

new measure should be changed from “managing congestion” to “managing the growth of congestion”.

Mr. Montgomery reminded the subcommittee that increased capacity increases the need for enhanced security. Increased security may slow freight movement at the Port.

Mr. Goodwin reminded the subcommittee that they should consider recommendations specific to this committee’s charge and specific to each agency. The subcommittee should develop a product that will show the Governor that the agencies take accountability very seriously.

Mr. Goodwin also asked Mr. Hill to better define his proposed measures and report back to the subcommittee at the next meeting. He specifically asked that DRPT consider measures that they have control over and that reflect their mission.

Mr. Hill stated that DRPT does not operate any systems, therefore, they don’t completely control 100% of anything. Rather, they have a comprehensive network of partnerships.

Mr. Jeff Kever, presented the Port of Virginia mission, vision and key outcome performance measures. He did not recommend replacing existing measures or adding new ones. Mr. Davis asked that perhaps the existing measures could be enhanced. Mr. Goodwin suggested that the subcommittee hear all of the presentations before discussion since the agency measures might be interrelated in some way.

Mr. David Mitchell presented the mission, vision and key performance objectives for the DMV. He suggested adding a new measure for driver’s license security using the “Zero Fraud” hotline, a confidential hot line where the public and DMV employees can anonymously report license fraud. Currently, DMV does not have a good security measure. This measure could fill that void.

Mr. Goodwin noted that the measures of service wait times and customer interaction are very understandable and are 100% controllable by DMV. The highway safety measure is a shared objective and should be reworded to read “DMV should work in concert with other agencies responsible for safety to reduce fatalities”. He questioned how to handle this type of recommendation when there are joint policy objectives that do not fall into the domain of one agency head. Mr. Goodwin recommended that DMV retain the existing measures and not include the security measure in the Commission’s report.

Mr. David Ekern, Commissioner of VDOT, began by making several observations:

- It is difficult to separate success/failure of agency head from the rest of the agency.
- VDOT exists within a larger context. VDOT needs partnerships with other agencies to accomplish objectives.
- VDOT needs to integrate performance measures to satisfy all programs.
- There is a need to balance ongoing initiatives.

Mr. Ekern stated that VTrans2025 already established overarching goals that provide a framework for the performance measures being developed by the Commission and Dashboard. He demonstrated the Dashboard architecture and its use of performance measures. He also proposed new measures. Mr. Montgomery was concerned about taking out delay as a measure for congestion growth and asked that it be left on the list of measures. He also suggested that congestion be considered one of the most important measures and not be folded into other objectives. It was recommended to **leave congestion in list**.

Mr. Goodwin noted that VDOT had four objectives and is now suggesting seven. He was concerned that seven would be too many measures. Mr. Davis stated that performance measurement should be a tiered process. The Commission needs to identify the top three or four for each agency and each agency can then develop other measures to use in addition to the core measures.

Mr. Davis distributed a list of additional reforms that have come up at Commission meetings but are not specifically part of their charge. Mr. Davis suggested that a survey be sent to the full commission that includes these issues of interest, in addition to other recommendations important to accountability but not within scope of commission.

The subcommittee agreed to Mr. Davis' recommendation.

The meeting adjourned at 12:30 PM.

Next meeting June 8<sup>th</sup> 9:00 AM at State Capitol, House Room 1.

PERFORMANCE MEASURES RECOMMENDED BY AGENCIES*		
AGENCY	OBJECTIVE	MEASURES
DRPT	Manage congestion	Vehicles removed from highways (trucks/cars)
	Deliver economic benefits	Jobs created and maintained
	Deliver social benefits	Access to jobs and medical facilities
VDOT	Performance	System Level of Service
	Safety	Deaths
	Condition	Pavement/Bridge Condition

	Finances	Planned vs. Actual expenses
	VDOT Management	Governor's Management Scorecard Results
	Customer satisfaction	Citizen survey results
	Projects	Projects completed on time
DOAV	No additional measures suggested	
VPA	No additional measures suggested	
DMV	Driver's License Security	Number of tips to "Zero Fraud" hotline leading to arrests

\* These recommendations were made by the agency heads or representatives and do not reflect the Subcommittee's revisions.